

***Personnel***

**THE AIR NATIONAL GUARD HUMAN RESOURCES  
ADVISORY PROGRAM**

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This instruction establishes the Human Resources Advisor Program of the Air National Guard (ANG). It states policy on authorizations, selections, tenure, duties, and responsibilities.

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**Chapter 1**

**INTRODUCTION**

**1.1. References, Abbreviations, Acronyms, and Terms.** See Attachment 1.

**1.2. Purpose.** To provide policy, guidance, and direction on the ANG Human Resources Advisory Program. The program's direction and success is dependent upon the accountability and responsibility for the proper utilization of the positions authorized under the Human Resources Advisory program. This instruction is developed as a guide for the command function. The program's success is dependent upon command emphasis and effective utilization of the position.

**1.3. Scope.** The Director of the Air National Guard will establish a program manager on the command staff and procedures for additional positions at subordinate organizations. The Director and the Chairperson, Human Resources Quality Board, will determine the selection, tour length, and principle duties of the Program Manager. The Program Manager is the functional manager of the Human Resources Advisory positions assigned to all headquarters for states, territories, District of Columbia, and wing components. Each ANG headquarters for states, territories, District of Columbia, and wing component is authorized one Human Resources Advisor position. HRA authorizations are state/wing assets; selected and appointed by State Air Commanders. The Human Resources Quality Board provides direction, guidance, strategy and support for the HRA program. The Program Manager validates the appointed HRAs to ensure compliance with manpower requirements.

**1.4. Program Guidelines.** Underlying the program's establishment is the requirement to accomplish the vision of an Air National Guard family working towards the principle of "unity and diversity." This guiding principle is more than, but complements Equal Opportunity and Affirmative Action. Equal Opportunity and Affirmative Action efforts are designed to remove the barriers to recruiting a diverse workforce. They should be regarded as an initial legal necessity to overcome barriers that prevent the recruitment of women and minorities. Diversity, on the other hand, through education and awareness, addresses how to create an organizational culture so the people recruited will be effectively sustained and utilized within the organization. Diversity as an overall objective will "level" the playing field ensuring that the ANG is an organization of inclusion and not exclusion. Therefore, our focus to provide "unity and diversity" is to acquire "numbers" but to ensure an equitable quality of life for all members in the ANG. The program is designed to ensure that diversity is key to the focus of maintaining mission readiness and capabilities within the ANG.

### **1.5. Program Responsibilities.**

1.5.1. Responsibilities of the Office of Human Resources Enhancement (NGB/CFH) and Program Managers.

1.5.1.1. Develop and implement policies and procedures that affect the HRA program and authorized positions.

1.5.1.2. Provide assistance and information.

1.5.1.3. Evaluate the program's overall effectiveness.

1.5.1.4. Validate state/wing HRA appointments for compliance with manpower requirements.

1.5.2. Responsibilities of State Adjutants Generals.

1.5.2.1. Ensure fair and equitable selection of qualified individuals to fill HRA positions within respective state.

1.5.2.2. Ensure adherence to manpower requirements of the HRA positions.

1.5.2.3. Ensure effective utilization of the HRA positions in accordance with the policies and guidelines established for the program.

1.5.3. Responsibilities of the wing commanders. Ensure effective utilization of the HRA position.

## **Chapter 2**

### **ROLE AND RESPONSIBILITIES**

The Human Resources Advisor's role is to advise command leadership on issues that require recommendations leading to the enhancement of the organization's culture; promoting opportunities for all ANG members to maximize their individual potential for success without regard to their cultural differences. Human Resources Advisors are responsible for working with key individuals in the human resource process to achieve diversity management objectives within the organization.

## **Chapter 3**

### **PROGRAM PROCEDURES AND GUIDELINES FOR APPOINTMENT**

**3.1. Appointment and Term of the Human Resources Advisor.** The State Human Resources Advisor is appointed by The Adjutant General and is a member of The Adjutant General's command staff. The grade authorization for the State position is CMSgt. The Wing Human Resources Advisor is appointed by the Wing Commander and is a member of the Wing Commander's staff. The authorized grade for the wing position is SMSgt.

3.1.1. Length of the initial appointment will be for 3 years, with approval by NGB/CFH on a case by case basis for extensions on a 1-, 2- or 3-year incremental basis. Extensions are not automatic.

3.1.1.1. For continuity, new Human Resources Advisors should be identified 6 months prior to their appointment.

3.1.1.2. Date of HRA appointment is effective upon final validation of manpower requirements to include individual's successful completion of the HRA course.

3.1.1.3. HRAs have flexibility to bring their Duty Air Force Specialty Code (DAFSC) with them to the HRA position.

3.1.2. Total length of appointment within an HRA position is not to exceed 6 years.

3.1.2.1. At the completion of tour, the individual may be carried as an excess or overgrade asset for 24 months, with approval from ANG/DPPU, in accordance with ANGI 36-2101, *Assignments within the Air National Guard*.

3.1.2.2. Cannot be retained in overgrade or excess status in any HRA position.

3.1.2.3. HRAs must be retained within their appointed position for a minimum of two years before considered for reassignment.

**3.2. Military Classification.** Military Technicians or Active Guard Reservists are not militarily compatible or eligible to fill the HRA position. Refer to ANGI 36-2101, *Assignments within the ANG*, for assignment guidelines.

**3.3. Validation.** Submit HRA selection package to NGB/CFH for validation to include the following:

3.3.1. State headquarters endorsement.

3.3.2. Cover letter to highlight essence of what individual brings to the HRA position.

3.3.3. Request DAFSC of the incumbent be added to the Extended Unit Manning Document (EUMD). DAFSC must be compatible with the grade authorized.

3.3.4. Primary and alternate HRA course dates.

3.3.5. Report on Individual Person (RIP).

**3.4. Mandatory Grade Requirement.**

3.4.1. Wing Position. Existing E-8 or an E-7 that fulfilled all requirements for promotion to E-8 to include completion of commensurate PME.

3.4.2. State Position. Existing E-9 or an E-8 that fulfilled all requirements for promotion to E-9 to include completion of commensurate PME.

**3.5. Selection Criteria.** Competency based selection identifies the minimum behavioral characteristics to be successful in performing duties and responsibilities of the HRA position. A definition of each competency is provided in Attachment 4.

3.5.1. Diversity Management.

3.5.2. Initiative/Responsibility.

3.5.3. Teamwork/Relationships.

3.5.4. Integrity and Trust.

3.5.5. Influencing.

3.5.6. Problem Solving/Decision Making.

3.5.7. Effective Communication.

**3.6. Other Mandatory Requirements.**

3.6.1. HRAs must attend the basic two-week Human Resources Advisor course within 6 months of selection to complete the validation process.

3.6.2. Attendance at respective state, regional, and national conferences that promote strength management and diversity issues.

3.6.2.1. ANG Diversity Conference.

3.6.2.2. ANG HRA National Conference.

3.6.2.3. Recruiting and Retention Regional Workshops.

3.6.2.4. State Conferences.

3.6.2.5. Manpower and Personnel Conferences.

3.6.3. Attendance at various courses to increase and maintain job proficiency.

3.6.3.1. Personnel Force Management Course.

- 3.6.3.2. Quality Facilitator's Course.
- 3.6.3.3. Strategic Planning Course.
- 3.6.3.4. Diversity Courses.
- 3.6.3.5. Defense Equal Opportunity Management Institute's (DEOMI) Senior Enlisted Equal Opportunity Workshop.
- 3.6.4. Appointed HRAs must remain in authorized position for a minimum of two years.
- 3.6.5. Incumbents selected to fill HRA positions cannot be selected at a current grade less than one grade below authorized grade.
- 3.6.6. First Sergeants considered for appointment to the HRA position require an approved waiver from the ANG Liaison at CPF/FSA, Maxwell AFB, AL if the individual's training completion date for SDI 8F000 is less than 3 years.

## Chapter 4

### HRA DUTIES AND RESPONSIBILITIES

#### **4.1. Responsibilities of the HRA Program Managers.**

- 4.1.1. Recommend policies, guidelines and procedures to Director, ANG and Human Resources Quality Board (HRQB) Chairperson for overall HRA program effectiveness.
- 4.1.2. Establish training requirements for the HRA position.
- 4.1.3. Research and interpret personnel and manpower policies and guidelines that impact effective utilization of the HRA position.
- 4.1.4. Support HRA leadership structure with training, resources and program direction.
- 4.1.5. Advise HRQB and senior leadership on the direction of HRA program to ensure alignment with overall ANG programs and directives.

#### **4.2. Responsibilities of the State HRAs.** In addition to the responsibilities outlined in the position description in Attachment 2.

- 4.2.1. Maintain liaison with The Adjutant General, Assistant Adjutant General for the ANG, Executive Support Staff Officer, State and Wing Command Chief Master Sergeants, Recruiting and Retention Superintendent, State Equal Employment Manager, Commanders, State Equal Employment Managers, Military Equal Opportunity Officers, Director of Personnel, First Sergeants, Recruiters and Retention Office Managers.
- 4.2.2. Facilitate team relationships with the key positions identified in 4.2.1.
- 4.2.3. Advise The Adjutant General or the Assistant Adjutant General for Air on issues requiring recommendations leading to the enhancement of the organization's culture.
- 4.2.4. Provide advice and counsel to commanders on human resource planning and management issues.
- 4.2.5. Provide information to senior leadership and wing HRAs concerning:
  - 4.2.5.1. National and state program objectives for force management issues, diversity, and strength management initiatives.
  - 4.2.5.2. Effectiveness of plans and strategies implemented to address human resource development and management for maximizing the full potential of members of the ANG.
  - 4.2.5.3. Quality of life issues having impact on the members of the ANG with emphasis on minority and women.

4.2.6. Coach and mentor Wing Human Resources Advisors. HRAs do not have the legal right of confidentiality when counseling military members. Individuals should be referred to the appropriate agencies for assistance and resolution.

4.2.7. Assume responsibility for GSUs/CRTCs/bands, unless local situations or unit/host agreements dictate otherwise.

4.2.8. Maintain a line of authority but not direct line of supervision over Wing HRAs.

4.2.9. Provide orientation for newly appointed Wing HRAs.

4.2.10. Assist with developing and justifying HRA program requirements and resources.

4.2.11. Assist with providing follow-up training for HRAs to maintain proficiency.

**4.3. Responsibilities of the Wing HRAs.** In addition to the responsibilities outlined in the position description in Attachment 3.

4.3.1. Maintain liaison and facilitate team relations with the Wing Commander, Wing Command Staff, Director of Personnel, State HRA, State CCM, First Sergeants, Recruiters, Social Actions, Retention and Public Affairs.

4.3.2. Advise the Wing Commander on issues requiring recommendations leading to the enhancement of the organization's culture.

4.3.3. Provide advice and counsel to commanders on human resource planning and management issues. HRAs do not have a legal right to confidentiality when counseling military members. Individuals should be referred to the appropriate agencies for assistance and resolution.

4.3.4. Provide information to senior leadership concerning:

4.3.4.1. National and state program objectives for force management issues, diversity, and strength management initiatives.

4.3.4.2. Effectiveness of plans and strategies implemented to address human resource development and management for maximizing the full potential of members of the ANG.

4.3.4.3. Quality of life issues having impact on the members of the ANG with emphasis on minority and women.

4.3.5. Serve as a coach and mentor for unit airmen and NCOs.

**4.4. Minimum resources for duty performance.** HRAs require the following minimum resources to effectively perform their duties and responsibilities.

4.4.1. Office space: preferably an area for privacy while conducting counseling sessions.

4.4.2. Desk space or a workstation.

4.4.3. Desktop computer with a pentium processor and/or access to a notebook computer (with dialing capabilities to Internet/e-mail) during travel periods. Access to the Internet and a personal e-mail account.

4.4.4. Telephone capabilities.

## Chapter 5

### REGIONAL REPRESENTATION

**5.1. Responsibilities of the HRA Regional Representatives.** The ANG is divided into five regional areas. A State HRA is appointed in an additional duty capacity to provide leadership by region. The term for each appointee is not more than two years and is staggered to maintain continuity.

5.1.1. Represent their respective region to the Human Resources Quality Board by addressing issues and requirements that cannot be addressed by the HRA Program Manager. Provide update on regional activities.

5.1.2. Represent their respective region at regional recruiting and retention meetings to establish initiatives for developing partnership opportunities regarding strength management issues at regional workshops.

5.1.3. Communicate information regarding HRAs and other relevant programs that impact or enhances HRA programs within their perspective regions.

5.1.4. Advise HRA Program Manager of HRA issues.

5.1.5. Provide support in developing, enhancing and implementing supplemental HRA professional development training at regional conferences.

5.1.6. Provide orientation to newly appointed State HRAs within their region.

## Chapter 6

### PERFORMANCE MEASUREMENTS

Senior leadership at the wing, state, and NGB level use performance measures in Attachment 5 to evaluate the overall HRA program effectiveness. Each performance measure serves as a basis to evaluate individual effectiveness to perform HRA duties and responsibilities; serves as a means to determine additional HRA training requirements; aligns with the HRA position description duties, responsibilities and the core behavioral competencies; and serves as an additional feedback to determine recommendation to extend the appointment of an HRA.

## Chapter 7

### RECOGNITION PROGRAM

**7.1. Air National Guard Human Resources Advisor of the Year, State and Wing Awards.** These awards recognize and encourage the accomplishments and contributions of Air National Guard Human Resources Advisors. All Air National Guard Human Resources Advisors are eligible to compete for these awards. Nominate candidates 1 October through 30 September.

#### **7.2. Nomination Submission:**

**7.2.1. Use the AF Form 1206, *Nomination for Award*.** Use bullet, not running narrative format;. avoid flowery prose and unnecessary words; state the facts and support each accomplishment with tangible outcomes; address under the headings listed the following achievement criteria.

**7.2.1.1. Job Knowledge and Duty Performance.** Explain concisely the nominee's understanding of the principles and procedures involved in his or her assigned duties. Describe how the nominee exceeded the scope and magnitude of assigned duties or the level of performance expected, include customer's expectations and satisfaction. Identify the nominee's technical skills, ingenuity, and any other pertinent performance measure.

**7.2.1.2. Outstanding Achievements.** Describe what the nominee accomplished, how he or she accomplished it, why he or she undertook the project; emphasizing the project's impact, the nominee's role and the nominee's creativity. Consider the nominee's scope of responsibilities; effectiveness in facilitating and utilizing team/consensus building and establishing relationships; and other job-related

factors. Also consider how the nominee demonstrates effective management of resources. Include productivity increases, long-range implications, process improvements, and applicability to other sections or organizations. Where possible, use quantitative data to substantiate narrative statements, indicating the basis for all estimates and projections.

7.2.1.3. Leadership and Management Competencies. Provide brief examples of how the nominee's knowledge and use of leadership and management competencies support the mission and staff and how the nominee's leadership impacts readiness. Include examples of integrity, trust, influence, commitment, problem solving, decision making and professionalism.

**NOTE:** State Human Resources Advisor packages must reflect state program accomplishments to include mentoring and coaching Wing Human Resources Advisors.

7.2.1.4. Professional Accomplishments. Describe the nominee's accomplishments, such as self-improvement (emphasizing diversity, organizational behavior, and quality), college courses, seminars, job-related education, professional military education, and community service. How was the self-improvement and/or education used to benefit our ANG diversity initiatives.

7.2.2. Develop a fact sheet, identifying the nominee, containing the information shown, and be in the same format as ANGI 36-2802, Att 7.

7.2.3. Develop the required biography, limited to two single spaced, typewritten pages in accordance with ANGI 36-2802, Att 5.

7.2.4. Send a citation with each nomination in accordance with ANGI 36-2802, Att 6b.

7.2.5. Send a Base Level Report of Individual Personnel (RIP), records review, with each individual nomination.

7.2.6. Submission Instructions:

7.2.6.1. States may submit: One nomination for the State Human Resources Advisor. One nomination for the Wing Human Resources Advisor.

7.2.6.2. Human Resources Advisor Regional Representatives are not eligible for nomination.

7.2.6.3. No individual will be eligible to compete in more than one category per year.

7.2.6.4. Completed nomination must include an endorsement by the State Adjutant General or a designated representative.

7.2.6.5. Submit an original and five complete copies of each nomination package. Nomination packages received without the required endorsement will be returned to the state headquarters without action.

7.2.6.6. Submit nominations to the Human Resources Advisor Regional Representative no later than 15 December for regional competition.

7.2.6.7. Human Resources Advisor Regional Representatives will submit the regional recipients for each category to NGB/CFH no later than 15 February for national competition.

**PAUL A. WEAVER, JR.**  
**Major General, USAF**  
**Director, Air National Guard**

**OFFICIAL**

**DEBORAH GILMORE**  
**Chief**  
**Administrative Services**

**5 Attachments**

- 1. Glossary of References, Abbreviations, Acronyms, and Terms**
- 2. Position Description, HRA -- St Hqs**
- 3. Position Description, HRA -- Wing**
- 4. HRA Core Behavioral Competencies**
- 5. HRA Position Performance Measurements**



## Attachment 1

### GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS AND TERMS

#### *References*

Title 10 United States Code, Section 10216  
 DoD Directive 1205.18, *Full-time Support to the Reserve Component*  
 ANGI 36-2101, *Assignments within the Air National Guard*  
 ANGI 36-2502, *Promotion of Airmen*  
 ANGI 36-2802, *ANG Special Trophies & Awards*  
 AFI 40-502, *The Weight and Body Fat Management Program*  
 AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*

#### *Abbreviations/Acronyms*

<b>ANG</b>	Air National Guard
<b>ANGI</b>	Air National Guard Instruction
<b>AFPDS</b>	Air Force Personnel Data System
<b>CCMS</b>	Command Chief Master Sergeant
<b>CRTC</b>	Combat Readiness Training Center
<b>DAFSC</b>	Duty Air Force Specialty Code
<b>DEOMI</b>	Defense Equal Opportunity Management Institute
<b>EUMD</b>	Extended Unit Manning Document
<b>GSU</b>	Geographically Separated Unit
<b>HRA</b>	Human Resources Advisor
<b>HRQB</b>	Human Resources Quality Board
<b>MEO</b>	Military Equal Opportunity Officer
<b>OHRE</b>	Office of Human Resources Enhancement
<b>PME</b>	Professional Military Education
<b>RIP</b>	Report on Individual Person
<b>SDI</b>	Special Duty Identifier
<b>TAG</b>	The Adjutant General

#### *Terms*

**AFFIRMATIVE ACTION.** Methods used to achieve the objectives of equal opportunity. Processes, activities and systems designed to identify, eliminate, prevent and work to overcome the effects of discriminatory treatment.

**AIR NATIONAL GUARD (ANG).** The Federally recognized Air National Guard of each state, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands and Guam.

**COMMAND FUNCTION.** The work center that directly supports the command leadership within an organization. All personnel within this work center reports to and works on behalf of the commander.

**CORE BEHAVIORAL COMPETENCIES.** The combination of observable and measurable skills, knowledge, performance behaviors and personal attributes that contribute to enhanced employee performance and organizational success.

**DIVERSITY (ANG Definition).** Diversity is an organizational behavior that acknowledges and values differences and similarities among people and how the same can improve the organization. Additionally, it encompasses the organizational environments with an appreciation for gender, culture, and ethnic lifestyles.

**EQUAL OPPORTUNITY.** A process by which each member or potential member of an organization is provided a means to ensure fair and equitable employment practices within the workplace without regard to race, ethnicity, gender or disability.

**MENTOR.** A trusted counselor or guide, normally a senior person to the associate. A mentor is a counselor, coach, motivator, or role model; who has a sincere desire to enhance the success of others and who volunteers time to help the associate.

**MILITARY COMPATIBILITY.** A military technician, hired in both a civilian and military capacity, must have skills compatible in both of these capacities.

A requirement for civilian and military position skill requirements of dual-status military technicians to be compatible.

**PERSONNEL FORCE MANAGEMENT.** A defined life cycle for the management of human resources covering the point at which recruits enter military service, their preparation and training for contributing a meaningful service, their continuous motivation and, finally, their release from military service with honor and dignity.

## **Attachment 2**

### **POSITION DESCRIPTION**

**TITLE:** Human Resources Advisor - State Headquarters

**POSITION SUMMARY:** This position is a traditional Guard requirement. Works on behalf of The Adjutant General with the Commanders, Command Chief Master Sergeants, Wing Human Resources Advisors and all state strength management functions by monitoring, coordinating and implementing programs as required to assist the state with meeting ANG human resources management goals short-term and long-term.

Human resource management goals must incorporate the accession, development, utilization, sustainment, and replacement of the state workforce with emphasis on meeting ANG diversity objectives.

Works in concert with the Human Resources Quality Board and the ANG Human Resources Advisor Program Manager to develop and implement national program objectives. Serves as the state focal point to interpret and implement the category of the Quality Air Force Assessment criteria that addresses human resource focus.

The position does not supervise the Wing HRA position but has line of authority to manage State Human Resources Advisor programs, resources, objectives and issues that directly affect the Wing HRA position.

**LENGTH OF TERM:** Three years from date of validation of selection.

**DUTIES AND RESPONSIBILITIES:** Reports to the Commander/Assistant Adjutant General-Air.

1. Assists with preparing and implementing plans, strategies, and goals to address human resource development and management that results in establishing an organizational environment that enables ANG members to develop their full potential in achieving the ANG's quality and operational performance objectives.

a. Assists with establishing state baselines that identify areas for improvements by using various data collection media.

b. Assists with identifying trends of human resource management issues.

c. Assists strength management teams with establishing for monitoring improvements.

2. Advises, coaches, and mentors Wing Human Resources Advisors.

a. Assists with developing avenues to increase teaming effectiveness among Wing HRAs and other key strength management functional areas.

b. Assists with developing and justifying HRA program requirements and resources.

c. Assists with implementing subsequent and follow-on Wing HRA training requirements to ensure program effectiveness.

3. Identifies methods to establish an organizational environment that enables ANG members to contribute to meeting the state/wing's quality and organizational performance goals and plans.

a. Assists with establishing work groups, problem solving, cross-functional or process improvement teams.

b. Assists with developing team-building skills to facilitate ANG member contributions and involvement.

c. Advises state strength management teams on methods to encourage team innovation/creativity for problem solving methods.

d. Assists strength management teams with developing methods to evaluate the effectiveness of ANG member involvement.

4. Monitors assessment of state/wing education and training needs for all ANG members to ensure that requirements support organizational goals and plan as well as support Guard member growth.
5. Monitors assessment of state/wing's performance, recognition, promotion, benefits, reward and feedback for individuals and groups in order to support the state's overall goals and plans.
6. Monitors assessment of how state/wing maintains a work environment conducive to well being, self-development and professional growth of all members.
7. Monitors and assists with forecasting trends of key personnel life cycle indicators within the state/wings.
8. Promotes and participates in activities designed to increase culturally diverse membership.
9. Assists with developing any assessment/inspection criteria for the state/wing HRA positions.

**PERFORMANCE MEASUREMENTS:** Individuals assigned to this position are measured and evaluated based upon feedback mechanisms developed to determine command-level satisfaction as well as HRA performance.

**CORE BEHAVIORAL COMPETENCIES:**

1. Diversity Management.
2. Initiative/Responsibility.
3. Teamwork/Relationships.
4. Integrity and Trust.
5. Influencing.
6. Problem Solving/Decision Making.
7. Effective Communication.

**SPECIALTY QUALIFICATIONS:**

1. Candidate must fully comply with:
  - AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*
  - AFI 40-502, *The Weight and Body Fat Management Program*
2. Strong written and verbal communication skills.
3. Able to work long and irregular hours.
4. Able to travel frequently.

**MANDATORY REQUIREMENTS:**

1. Traditional Guard member.
2. Attend HRA course.

**DESIRABLE REQUIREMENTS:**

1. Knowledge of computer software products for word processing and graphical presentations.
2. Knowledge of quality tools and techniques.

### **Attachment 3**

#### **POSITION DESCRIPTION**

**TITLE:** Human Resources Advisor - Wing

**POSITION SUMMARY:** This position is a traditional Guard requirement. Individual works on behalf of The Adjutant General with all wing/unit functional managers by assisting with the coordination, development, implementation, and measurement of programs required to assist the unit with meeting ANG human resource management short-term and long-term goals.

Human resource management goals must incorporate the accession, development, utilization, sustainment, and replacement of the wing/unit workforce with emphasis on meeting ANG diversity objectives.

Serves as the focal point to interpret and implement the category of the Quality Air Force Assessment criteria that addresses human resource focus.

**LENGTH OF TERM:** Three years from validation date of selection.

**DUTIES AND RESPONSIBILITIES:** Reports to the Wing Commander.

1. Assists wing/unit functional managers with developing a force management plan, strategies, and goals to address human resource development and management that results in establishing an organizational environment that enables ANG members to develop they're full potential in achieving the ANG's quality and operational performance objectives.

- a. Assists with establishing baselines that identify areas for improvements by using various data collection media.

- b. Develops personnel data templates as tools for functional managers to identify trends of human resource management issues.

- c. Assists functional managers with establishing baselines for monitoring improvements.

2. Identifies methods to establish an organizational environment that enables ANG members to contribute to meeting the wing/unit's quality and organizational performance goals and plans.

- a. Assists with establishing workgroups, problem solving, cross-functional or process improvement teams.
  - b. Assists with developing team-building skills to facilitate ANG member contributions and involvement.
  - c. Advises wing/unit functional managers on methods to encourage team innovation/creativity for problem solving methods.
  - d. Assists functional managers with developing methods to evaluate the effectiveness of ANG member involvement.
3. Identifies methods to assess wing/unit education and training needs for all ANG members to ensure that requirements are in conjunction with the organization's goals and plans as well as supports Guard member growth.
- a. Assists with developing evaluation and assessment methods to determine the knowledge and skills required to perform jobs and functions effectively.
  - b. Assists with identifying alternative methods for delivering and reinforcing training and educational requirements and objectives.
  - c. Assists with developing templates that determine effectiveness of training and education provided within the wing/unit.
4. Identifies methods to assess wing/unit's performance, recognition, promotion, benefits, reward, and feedback for individuals and groups in order to support the organization's goals and plans.
5. Identifies methods to assess how the wing/unit maintains a work environment conducive to well-being and growth of all members.
6. Assists managers with developing methods to monitor and forecast trends of key personnel life cycle indicators within their functional areas.

**PERFORMANCE MEASUREMENTS:** Individuals assigned to this position are measured and evaluated based upon feedback mechanisms developed to determine functional manager satisfaction as well as HRA performance.

**CORE BEHAVIORAL COMPETENCIES:**

1. Diversity Management.
2. Initiative/Responsibility.
3. Teamwork/Relationships.
4. Integrity and Trust.
5. Influencing.
6. Problem Solving/Decision Making.
7. Effective Communication.

**SPECIALTY QUALIFICATIONS:**

1. Candidates must fully comply with:  
*AFI 36-2903, Dress and Personal Appearance of Air Force Personnel*  
*AFI 40-502, The Weight and Body Fat Management Program*
2. Strong written and verbal communication skills.
3. Able to work long and irregular hours.

**MANDATORY REQUIREMENTS:**

1. Traditional Guard member.
2. Attend HRA course.

**DESIRABLE REQUIREMENTS:**

1. Knowledge of computer software products for word processing and graphical presentations.
2. Knowledge of quality tools and techniques.

#### Attachment 4

##### Human Resources Advisor Core Behavioral Competencies

The following competencies are identified in the following paragraphs, as the minimum requirements needed to be successful in the Human Resources Advisor position. The behavioral characteristics associated with each competency provided determines if individuals considered for the position satisfy minimum requirements of the position. Other technical skills required for the position can be acquired through various training courses available to enhance individual capabilities. This model provides a more quantifiable tool to evaluate and select quality candidates based on demonstrated performances or learned behaviors. Questions suggested below for each competency will allow individuals interviewed to strongly exhibit behavioral characteristics through actual or previous experience; exhibit behavioral characteristics by having knowledge or behaviors not fully developed by past experiences; or not exhibit behavior characteristics at all. A numerical factor can be assessed using, for example, 5 (five) as strongly exhibits; 3 (three) as exhibits; and 1 (one) as does not exhibit.

**Diversity Management** Interact with diverse groups of people inside and outside the organization; value the opinions and perceptions of diverse groups; create an environment where diverse groups feel comfortable and are encouraged to participate; effectively utilize the ideas and inputs of these groups; effectively coordinate with individuals who display inappropriate behavior, develop positive relations with community groups with varying racial, ethnic, gender, cultural, and economic backgrounds.

##### **Suggested Interviewing Questions**

Describe a situation where you had to use a diverse team to resolve a diversity issue, what did you do, and what was the outcome?

How would you go about establishing a process to attract minorities from a particular cultural group to our organization?

*(You may want to consider a brief real life situation within your organization focusing on the process the individual would use for recommended solutions.)*



	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Facilitate diverse work teams.	( )	( )	( )
Coach, groom, mentor and promote individuals possessing different backgrounds and experiences.	( )	( )	( )
Solicit input and communicate with people from different groups.	( )	( )	( )

**Initiative/Responsibility** Assume responsibility and initiate without being asked to do so, accept responsibility for decisions and actions as situations warrant; pursue self motivation; recognize and act upon unplanned or unbudgeted opportunities; actively pursue self development; welcome and incorporate constructive criticism.

**Suggested Interviewing Questions**

Describe an incident when you took the initiative to improve an existing process or developed a new process.  
Were others involved in the process; how were they involved; what did you learn as a result?

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Innovative ideas that provide fresh perspectives within boundaries.	( )	( )	( )
Encourage creativity by example while encouraging others.	( )	( )	( )
Accomplish goals and accept responsibility for results.	( )	( )	( )
Evaluate processes and organizational structures.	( )	( )	( )
Demonstrate reliable performance under ambiguous conditions.	( )	( )	( )

**Teamwork/Relationships** Foster cooperation within and across groups in order to accomplish organizational objectives; plan, conduct, and participate in meetings which the collective resources of the group are used effectively; participate effectively in work groups, problem solving, self managed work teams, cross-functional, or process improvement teams; create teams that include appropriate talent/experience; coordinate the efforts of many functional areas toward achieving common goals and objectives; recognize and reward team success.

### Suggested Interviewing Questions

Relate an experience when teamwork or other relationships were important to achieving a work related goal.  
Were there any obstacles encountered? If so, how were they resolved?

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Show genuine interest in and compassion for others and show sensitivity to their needs and point of views.	( )	( )	( )
Interact effectively with people at all levels, inside and outside the organization.	( )	( )	( )
Endeavor to put others at ease, be aware of and patient with others' interpersonal anxieties.	( )	( )	( )

**Integrity and Trust** Perceived as trustworthy; direct, truthful (presenting the unvarnished truth in an appropriate and helpful manner); maintain confidences; doesn't fault others for personal gain or protection.

### Suggested Interviewing Questions

Relate an experience when you perceived your integrity was challenged and your response.

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Consistently honest and trustworthy.	( )	( )	( )
Demonstrate dependability.	( )	( )	( )
Exercise principled judgment.	( )	( )	( )

**Influencing** Use appropriate methods to gain acceptance of ideas or plans, especially with individuals whom you do not supervise demonstrate ability to "sell" decisions and agreements; persuade others to a point of view.

### Suggested Interviewing Characteristics

Describe an incident when you had an original idea which you believed would be beneficial but you knew you had to sell it to others  
What was the outcome?

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Maneuver through complex and politically sensitive situations effectively and quietly.	( )	( )	( )
Arrive at constructed solutions while maintaining positive work relationships.	( )	( )	( )
Remain flexible and open to many alternatives.	( )	( )	( )

**Problem Solving/Decision Making** Capable and willing to solve problems and recommend difficult solutions to difficult issues; anticipate and address problems before they become crises; capable and willing to view problems from various points of view; capable in developing creative solutions to complex problems or issues; use appropriate logic; seek input from those who might be affected by the decision.

### Suggested Interviewing Question

Have you ever anticipated a problem and addressed it before it became a crises? How did you come to realize it was a problem and how did you resolve it?

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Assess the problem.	( )	( )	( )
Understand the impact.	( )	( )	( )
Identify sources of information.	( )	( )	( )
Formulate, develop, and evaluate objectives and strategies.	( )	( )	( )
Coordinate activities with others to meet objectives effectively.	( )	( )	( )

**Effective Communication** Is effective in a variety of formal and informal communication settings: one-on-one, small and large groups, with peers, subordinates, and bosses; is effective both inside and outside the organization, in both controversial and non-controversial topics; command attention and can manage group processes during the presentation; can change tactics midstream if needed.

**Suggested Interviewing Question**

*This competency can be measured throughout the interviewing process by evaluating individual presentation presence, how the individual presented him/herself, how well he/she thought on their feet. Writing skills can be evaluated by individual's preparing a cover letter with their application package describing why they are the best candidate for the position.*

	Strongly Exhibits	Exhibits	Does Not Exhibits
<b>Behavioral Characteristics</b>			
Write clearly and effectively.	( )	( )	( )
Prepare and follow organized plan of presentation.	( )	( )	( )
Conduct effective meetings.	( )	( )	( )
Present self well when in front of a group.	( )	( )	( )
Listen effectively to others.	( )	( )	( )

**Attachment 5**

**Human Resources Advisor Position Performance Measurements**

<b>TASKS</b> (What is it?)	<b>ACTIVITIES</b> (How is it done?)	<b>COMPETENCIES</b> (What does it take to do it?)	<b>WORK RESULTS/OUTPUTS AND MEASUREMENT METHODS</b>
Assist functional managers with developing force management plans, strategies and goals.	<p>Assist with establishing baselines that identify areas for improvements.</p> <p>Assist with developing personnel data templates.</p> <p>Assist with establishing a baseline to monitor improvements.</p>	<p>Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Influencing</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	<p>Identify or modify existing data needed.</p> <p>Create or modify data templates.</p> <p>Establish baselines for monitoring improvements.</p>

Identify methods to establish an environment that enables members to contribute to meeting organizational goals and plans.	<p>Assist with establishing workgroups, problem solving, cross-functional or process improvement teams.</p> <p>Assist with developing team building skills.</p> <p>Advice functional managers on methods to encourage team innovation/creativity.</p> <p>Assist functional managers with methods to evaluate effectiveness.</p>	<p>Diversity Management</p> <p>Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Integrity and Trust</p> <p>Influencing</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	<p>Established effective teams.</p> <p>Increase in team building skills.</p> <p>Use of innovation/creativity for solving problems.</p> <p>Developed evaluation methods.</p>
Identify methods to assess education and training needs for all unit members to promote growth.	<p>Assist with developing evaluation and assessment methods.</p> <p>Assist with identifying alternative methods to deliver and reinforce training and education requirements.</p> <p>Assist with developing methods to determine training effectiveness.</p>	<p>Diversity Management</p> <p>Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	<p>Developed evaluation and assessment methods.</p> <p>Alternative methods identified.</p> <p>Developed templates to measure effectiveness.</p>

Identify methods to assess performance, recognition, promotion, benefits, reward and feedback.	<p>Develop surveys</p> <p>Evaluate existing personnel data</p> <p>Focus groups or town meetings</p> <p>Member satisfaction or exit interviews</p>	<p>Diversity management Initiative/Responsibility</p> <p>Teamwork/Relationship Integrity and Trust</p> <p>Influencing</p> <p>Effective Communication</p>	<p>Existing survey to measure outcomes.</p> <p>Standard data retrieval reports.</p> <p>Periodic group meetings with open and honest feedback.</p> <p>Conducted interviews, analysis and reported outcomes.</p>
Identify methods to assess a work environment conducive to well-being and for all members.		<p>Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	
Assist with developing methods to monitor and forecast trends of life cycle indicators.	<p>Training in personnel force management.</p> <p>Development of force management plan.</p> <p>Periodic feedback and reporting of improvements.</p>	<p>Diversity Management Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Influencing</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	<p>Knowledge of personnel force management processes.</p> <p>Key focus areas of Pocus for component of the plan.</p> <p>Measuring and monitoring improvements and progress.</p>
Promote and participate in activities designed to increase a diverse workforce.	<p>Community partnerships.</p> <p>Workforce diversity councils.</p> <p>Recruiting and retention processes.</p> <p>Diversity promotion and awareness.</p>	<p>Diversity Management Initiative/Responsibility</p> <p>Teamwork/Relationships</p> <p>Influencing</p> <p>Integrity and Trust</p> <p>Problem Solving/Decision Making</p> <p>Effective Communication</p>	<p>Key community points of contacts.</p> <p>Opportunities for increased community awareness.</p> <p>Barriers identified and removed.</p> <p>Leadership commitment and involvement.</p>